

a culture of risk management in the ILC. The Risk Management Steering Committee members include a member of the Audit and Risk Management Committee (as chair), the Manager Corporate Support Unit and three members of the ILC's Corporate Management Team who represent both operational and corporate functions. This committee reports to the Audit and Risk Management Committee.

The Risk Management Steering Committee co-ordinated the development of the ILC Corporate Risk Management Plan, which was adopted by the Board in June 2003. The plan was developed with the input of a wide-ranging group of contributors within and outside the ILC.

QUALITY ASSURANCE

The ILC took steps toward the creation of a Quality Assurance Unit within the organisation. Major functions proposed for the unit are to:

- finalise and implement a performance evaluation system that measures the effectiveness of the ILC's policies and programs in achieving its objectives
- as part of the performance evaluation system, develop and implement formal client surveys that measure satisfaction with the ILC's policies, programs, guidelines, advice and support
- oversee national implementation of the Remediation Program to ensure effectiveness, quality and consistency across the ILC.

OBJECTIVES OF THE ILC AND PERFORMANCE OVERVIEW

In this reporting period the ILC continued to progress towards achieving its objective to:

Provide economic, environmental, social and cultural benefits for Aboriginal persons and Torres Strait Islanders by assisting in the acquisition and management of an Indigenous land base.

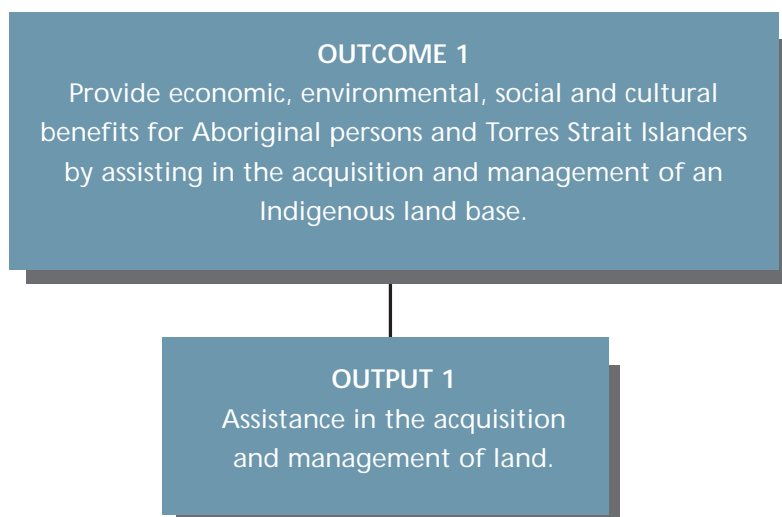
The objective is set out in diagrammatic form at Figure 2 and will be achieved through the performance of the interrelated output. The ILC moved to this single output during a previous reporting period, as it was aware that the delivery of economic, environmental, social and cultural benefits to Indigenous people could not be successfully achieved while land acquisition, planning and management are considered as separate outputs.

Therefore the ILC's combination of the three outputs into one output, described in 2000-2001 and earlier annual reports, more accurately reflects its understanding and practice of its legislative functions.

It should be noted that moving to a single output structure required the ILC to:

- consult with the Department of Finance and Administration
- obtain approval from our Minister
- obtain approval from the Minister for Finance and Administration.

**FIGURE 2:
2002-2003 OUTCOME AND OUTPUT STRUCTURE**



OUTPUT 1 - ASSISTANCE IN THE ACQUISITION AND MANAGEMENT OF LAND

The ILC Board issued a revised NILS 2001–2006 in October 2002. Subsequently, the Board also endorsed seven revised RILS, for the six States and the Northern Territory. In December 2002, the Hon. Philip Ruddock MP, Minister for Immigration and Multicultural and Indigenous Affairs, launched both the *Land Acquisition and Land Management Programs Guide 2002 – 2006*, and the revised NILS.

The revised NILS and, in particular, the Programs Guide are detailed responses to the findings of the ILC's internal audit of ILC purchased properties, as well as ongoing consultations with a number of key stakeholders.

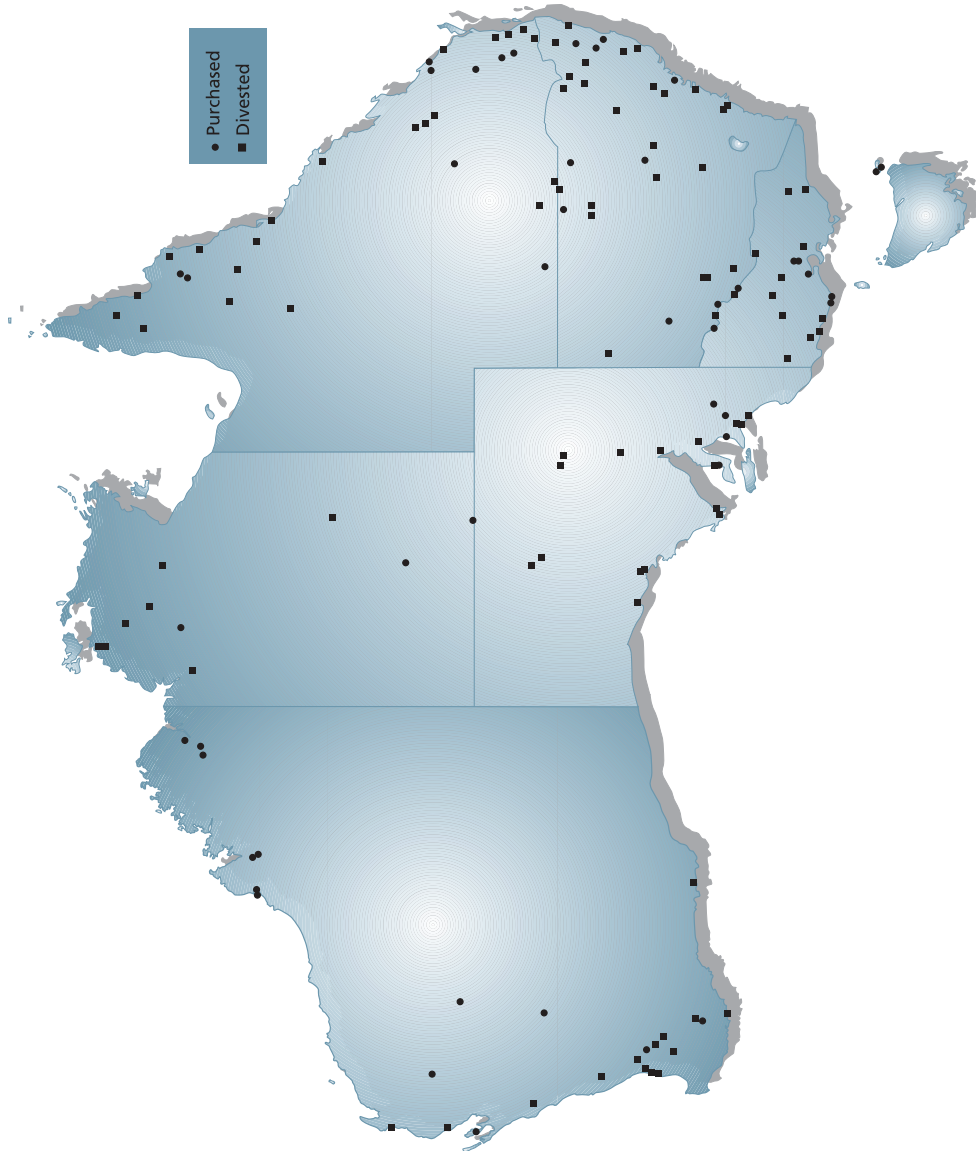
The new programs move the emphasis away from purely buying culturally significant land to buying land that can generate social, cultural, environmental or economic benefits for Indigenous people. The ILC now focuses more strongly on identifying the capacity of the land and the capacity and commitment of the applicants before land is purchased. In ensuring both that the land is suitable for meeting the applicants' needs and that the applicants have the skills to properly manage the land and the activity, the ILC is confident future acquisitions will prove viable and sustainable over time. The land management policies of the ILC are incorporated into the revised NILS and are to be implemented through five strategic initiatives:

- Group Based Planning - aimed at assisting Indigenous groups to identify and define their land use goals.
- Enterprise Development - to assist Indigenous groups to develop enterprises whether these are businesses or other land-based activities.
- Regional Development - through which the ILC will contribute to regional processes to ensure that they benefit Indigenous people.
- Coordination - to assist Indigenous groups to access appropriate services and programs operated by other agencies.
- Research - to ensure that Indigenous landholders and managers derive benefits from research conducted into relevant matters.

The revised NILS also precludes the ILC from acquiring and granting properties unless their future maintenance and management are guaranteed. The ILC must pursue sound land and environmental practices, give priority to directly involving the landholders in land management activities and act in accordance with sound business principles whenever it performs its functions on a commercial basis.



FIGURE 3: ILC LAND PURCHASED AND DIVESTED 2002-2003



**TABLE 2:
ILC LAND ACQUISITION, PURCHASES AND DIVESTMENTS TO
30 JUNE 2003**

ILC region	Total properties approved for purchase			Total properties settled			Total properties divested		
	Up to 30.6.02	2002-03	Total	Up to 30.6.02	2002-03	Total	Up to 30.6.02	2002-03	Total
NSW	48	2	50	38	2	40	29	0	29
NT	21	0	21	10	0	10	7	0	7
QLD	41	2	43	29	3	32	22	0	22
SA	47	1	48	23	2	25	18	1	19
TAS	8	0	8	4	0	4	0	0	0
VIC	35	1	36	22	2	24	18	0	18
WA	52	3	55	26	1	27	14	1	15
Total	252	9	261	152	10	162	108	2	110

**FIGURE 4: TOTAL COST OF PROPERTIES BY ATSC REGIONS
SETTLED 2002-2003 (\$M)**

